

APPROVED
MINUTES
NORTHWEST PROGRESSO – FLAGLER HEIGHTS
REDEVELOPMENT ADVISORY BOARD
FORT LAUDERDALE
100 NORTH ANDREWS AVENUE
8th FLOOR CONFERENCE ROOM
NOVEMBER 24, 2015 – 3:30 P.M.

Cumulative Attendance
May 2015 - April 2016

<u>Members Present</u>	<u>Attendance</u>	<u>Present</u>	<u>Absent</u>
Steve Lucas, Chair	P	7	0
Ella Phillips, Vice Chair	P	7	0
Jessie Adderley	P	6	1
Leann Barber	P	6	0
Sonya Burrows	P	7	0
Ron Centamore	P	6	1
Alan Gabriel	A	4	2
Mickey Hinton (arr. 3:45)	P	3	3
John Hooper	P	6	2
Dylan Lagi	P	6	1
Dev Motwani (via phone)	P	2	0
Jacqueline Reed	A	3	1
Scott Strawbridge	P	7	0
John Wilkes	P	7	0

Currently there are 14 appointed members to the Board, which means 8 would constitute a quorum.

It was noted that a quorum was present at the meeting.

Staff

Jeremy Earle, Deputy Director, Department of Sustainable Development
Sandra Doughlin, DSD/ECR
Bob Wojcik, Planner III
Jenni Morejon, Director, Department of Sustainable Development
Thomasina Turner-Diggs, Project Coordinator
Mike Chin, Economic Development Manager
Diana Alarcon, Director of Transportation and Mobility
Mona Laventure, Recording Secretary, Prototype, Inc.

Communications to City Commission

Motion made by Ms. Burrows, seconded by Ms. Adderley, that the CRA Board view the presentation from the Mosaic Group seen by the Board at today's meeting, to better

understand the work that the Mosaic Group has done. In a voice vote, the **motion** passed unanimously.

I. Call to Order / Roll Call

Chair Lucas called the meeting to order at 3:37 p.m. Roll was called and it was noted a quorum was present.

II. Approval of Minutes from October 28, 2015 Regular Meeting

Motion made by Mr. Wilkes, seconded by Vice Chair Phillips, to approve. In a voice vote, the **motion** passed unanimously.

Chair Lucas explained that Board member Dev Motwani wished to attend the meeting via telephone. Mr. Motwani will be counted as present and may participate in discussion, but will not be able to vote on items.

Motion made by Mr. Wilkes, seconded by Mr. Strawbridge, to allow Mr. Motwani to call into the meeting. In a voice vote, the **motion** passed unanimously.

Mr. Earle introduced Mike Chin, who is the City's new Economic Development Manager. He has been a developer and has overseen multiple CRAs in the city of Tampa.

The following Item was taken out of order on the Agenda.

IV. NW 9th Avenue Project Update – Engineering Services

Mr. Motwani joined the meeting via telephone at 3:41 p.m.

Diana Alarcon, Director of Transportation and Mobility, explained that the NW 9th Avenue project began as a combination of a CRA project and a Transportation Alternatives Program (TAP) element. It extends from Broward Boulevard to Sistrunk Avenue and adds roadway and sidewalk improvements, bicycle facilities, and landscaping. The project is currently at 60% completion. Due to limited right-of-way, there will be shared roadways instead of separate bike lanes in certain areas. The project will also include drainage improvements and pedestrian lighting in some locations.

The total project cost is \$2.428 million, with \$1,093,709 to be transferred to the project from the CRA and \$1,334,313 to be contributed by the Florida Department of Transportation (FDOT). Construction costs are estimated at \$1.572 million. The project's design is anticipated to be 100% complete within the next few weeks, after which time the project will be reviewed at a public meeting by FDOT and the Housing Authority of Fort Lauderdale. It will go out for bid in February 2016, with construction to

begin in late summer of the same year. Construction is expected to last for nine months, which would complete the project in spring 2017.

The Board members discussed the project, with Ms. Alarcon confirming that no cost overruns are anticipated at this point. It was also confirmed that \$1.93 million in CRA funds were allocated to this project in previous years. Thus far, approximately \$400,000 has been spent on engineering plans.

Mr. Strawbridge recalled that in reviewing the CRA budget earlier in the year, the CRA's reservation for the project was \$1.8 or \$1.9 million. Any surplus funds from this reservation will remain with the CRA to be re-programmed. Mr. Earle advised that no funds should be reallocated until the project, or at least its construction bid, was complete.

Evhen Kyj, Senior Transportation Engineer with Atkins North America, and Kenzot Jasmin, Project Manager from FDOT, displayed a map of the streetscape project. Ms. Alarcon noted the locations of shared roads and separate bike lanes. The only area within the project that will not include improvements is near the Housing Authority itself.

Ms. Barber recalled that the area near Broward Boulevard and 9th Avenue sees a large number of pedestrian accidents and injuries. Ms. Alarcon advised that while this issue is not addressed as part of the streetscape project, the City is working with FDOT on a separate Broward Boulevard project, which will include pedestrian, safety, and lighting improvements. She concluded that this project can be presented to the Board in 2016.

III. Fairfield at Flagler Village – Streetscape Funding Request – 673 NE 3rd Avenue

Chair Lucas recalled that this is a follow-up Item from the previous month's meeting. Mr. Earle noted that Board members had raised some questions regarding the project, which conforms to all existing CRA incentive program requirements.

Nectaria Chakas, representing the Applicant, showed a PowerPoint presentation on the project. The request is for \$329,503, which has been reduced since the previous meeting. She reviewed the subject site, which is roughly 2.5 acres on the south side of NE 7th Street between NE 2nd and NE 3rd Avenues. The site includes landscaping, on-street parallel parking, street trees, and residential units on the bottom floor to activate the project. Flex space allocated along 3rd Avenue is currently programmed as amenity space, although it is designed to accommodate retail use in the future according to market needs. Ms. Chakas advised that the Applicant does not wish to have empty retail bays on the ground floor.

The site is currently bisected by overhead utility lines, which will be buried in order to accommodate street trees. The project will also feature the lighting poles preferred by

the Downtown Development Authority (DDA), as well as pavers and pedestrian-scale lighting along residential stoops. At the request of the neighborhood, a pocket park is located on private property but will be open to the public. This park is not included in the streetscape funding request, which contains only those improvements located in the public right-of-way.

Ms. Chakas reviewed cross-sections and renderings of the project, including the pocket park. In addition to what is required by Code, the Applicant plans to provide six extra street trees, 176 shrubs, and 377 ground-cover plants. Other extra elements include pavers within parallel parking spaces, DDA-preferred lighting, and uplighting, as well as the pocket park.

Mr. Wilkes observed that he has met with the Applicant, who addressed his questions about the project.

Motion made by Mr. Wilkes, seconded by Ms. Burrows, to approve the request.

Mr. Wilkes commented that the project is consistent with the CRA's funding program criteria, and noted that it is not appropriate to make requests of an applicant that are not included in these criteria. He requested clarification of how the pocket park will be accessible to the public on private land. Ms. Chakas replied that no easement is required and the Applicant plans to leave the space open to the neighborhood.

Ms. Burrows noted that there was no reference to any concerns raised by the Board regarding walk-up units at the October meeting, and stated that she did not feel it would be fair to the developer to raise these concerns now. She also pointed out that providing 50% of streetscape funds seemed fair, as the Board has provided a greater percentage of funding for similar improvements in the past.

Chair Lucas asked how undergrounding utilities would be achieved. Ms. Chakas clarified that at present, power lines are planned to be buried adjacent to the site. She added that the Applicant is willing to stipulate that no fencing will be placed around the pocket park.

In a roll call vote, the **motion** passed 7-4 (Ms. Barber, Mr. Hinton, Mr. Lagi, and Mr. Strawbridge dissenting).

V. Marketing & Branding Updates – Mosaic Group

Annemarie Sorrell, representing the Mosaic Group, introduced the members of the marketing team present at the meeting and distributed a handout including an abbreviated version of her PowerPoint presentation, which was also previously emailed to the members. The Mosaic Group is based in West Palm Beach and has an office

located within the CRA. Copies of the Group's proposal and contract, as well as the design timeline, were emailed to the Board members as well.

Ms. Sorrell explained that the primary objective is to brand the CRA as a vibrant, growing urban hub offering a variety of distinctive features, advantages, and benefits to businesses and visitors. The Mosaic Group has developed a brand for the CRA itself, and has introduced a new brand for historic Sistrunk Boulevard as well. They have also identified potential funding opportunities and are working toward several strategic partnerships. The group has spent over 80 hours working with City Staff, 80 hours of economic development analysis, over 220 hours of community engagement, and over 1200 hours of creative development and delivery.

The following marketing ideas and concepts were noted:

- Review developments from CRAs in West Palm Beach to identify best practices;
- Research vacant property ownership within the Flagler, Progresso, and Sistrunk areas, and identify development opportunities and strategies to develop neighborhoods that are consistent with the communities' vision;
- Research and create real estate development pro formas for vacant sites around Sistrunk Boulevard and 7th Avenue, which will be helpful in national retail recruitment efforts;
- Research the nation's highest-quality economic development websites and incorporate some of these features into a website currently under design;
- Identify neighborhood and professional services for the Northwest CRA;
- Establish Sistrunk Boulevard and CRA as an area that is open for business;
- Provide opportunities for public art, especially in the Northwest community;
- Create rental subsidy program to stabilize and support existing redevelopment efforts;
- Redevelop existing properties to build synergy for use in attracting businesses on the CRA's target list.

Ms. Sorrell moved on to discuss Small Business Week in Fort Lauderdale, in which the Mosaic Group assisted in coordinating and planning events. These efforts brought the neighborhoods of Flagler Village, Progresso Village, and the Northwest community together in participation. The Mosaic Group fostered relationships with strategic community partners, including the Convention and Visitors Bureau, the Greater Fort Lauderdale Alliance, the Urban League, and other entities.

Small Business Week also included the first Start-Up Weekend event in Fort Lauderdale, which was hosted by the Urban League at its venue. This event featured 35 registered participants, 23 business pitches, and three finalists. \$5000 in prizes and services were awarded, including rental space. Ms. Sorrell pointed out that 100% of participants were interested in future events and opportunities within Fort Lauderdale and 90% would like more information about the CRA and its programs and incentives.

Ms. Sorrell advised that the Mosaic Group has worked on branding of the CRA during the entirety of the time it has been engaged. This means bringing the community together, from an agency standpoint, to create a destination and a succinct message to accomplish the agency's goals while maintaining the unique character of specific neighborhoods, including historic Sistrunk, Progresso Village, and Flagler Village. These neighborhoods will continue to have their own identities, websites, events, and individual advertising campaigns; however, the CRA itself requires branding that will create a message for the agency as a whole.

The Mosaic Group worked with Staff to determine the vision and direction of the CRA, and developed over 40 branding concepts, which were eventually narrowed to five, based on direction provided by the City Manager. Two focus groups were held: one internal to residents, business owners, and constituents within the CRA, and one including strategic partners from outside the CRA. As a result of these focus groups, the name "Fort Lauderdale Village District" was selected as the new brand.

Ms. Sorrell pointed out that it was very important to the focus groups that the neighborhoods' names must be included below the final design. She showed visuals of the brand, noting that it incorporates a live/work/play sensibility while also representing residential, retail, and commercial interests. A quarterly newsletter, The Village Vine, is planned, featuring news from the CRA and pages specific to each neighborhood. It will serve as a business development tool for the CRA.

The first phase of website development is also complete. The site will be www.FortLauderdaleCRA.com, and will feature basic information about the neighborhoods while linking to their individual websites. It will also feature information about services provided by the CRA, meeting notifications, and contact information. A business development toolkit will be finalized within the coming weeks.

Ms. Sorrell continued that the Mosaic Group has met with all three neighborhoods regarding branding efforts via meetings, emails, and surveys. Branding is underway for the Northwest and Progresso Village communities, while Flagler Village will remain committed to its present brand. The Northwest community has determined that its branding will refer to Historic Sistrunk, and a new website will be developed for the area, featuring historical information, upcoming events, and other areas of interest. The site is expected to launch no later than January 2016.

After reviewing several options, the Progresso Village Civic Association decided to maintain its current brand, as signage has already been created. This signage will be re-colored and updated, but will be consistent with existing materials. Flagler Village also determined that no changes would be made to their current branding.

Ms. Sorrell advised that one reason the Mosaic Group was selected for marketing and branding efforts was that they brought additional services, such as assisting with grant

identification, to the process. She provided information on some of the grant opportunities the group has introduced over the past year, stating that they will continue to seek funding for initiatives and projects that can enhance the CRA. She reviewed recent grant opportunities, noting that other grants may be pursued in 2016.

Kathy Eggleston, also representing the Mosaic Group, noted that she is also co-owner of the Avenue of the Arts Executive Suites and has requested CRA funding in the past. Over time, the Executive Suites have had roughly 20 to 25 regular customers, many of whom are new to the neighborhood while seeking a permanent location for their growing businesses. The Mosaic Group has worked with the various components and neighborhoods of the CRA, as well as strategic partners who can help advance the vision of the residents and investors.

Ms. Eggleston advised that Mosaic is working with the Convention and Visitors Bureau (CVB), which has a very robust multicultural tourism department. This provides the opportunity for the CRA to capitalize on the upcoming National Urban League Convention by leveraging funds to map historic and cultural assets in the Northwest Fort Lauderdale zone. They have also worked with the Women of Color Empowerment Conference in order to provide Soul of America, the highest-ranked black travel website in America, with greater exposure to these assets on Sistrunk Boulevard.

Ms. Sorrell reported that next steps include the CRA brand launch, the Historic Sistrunk brand launch, continued meetings with the neighborhoods to gather content for the newsletter and website, regularly updated social media pages, finalizing the business development toolkit, and following up with partner agencies.

Mr. Earle noted that the materials provided to the Board are draft documents prepared by Mosaic over the past year. He advised that consensus is needed on the branding efforts.

The Board members discussed the presentation, with Chair Lucas noting that the branding of the Fort Lauderdale Village District serves as an umbrella concept, under which the neighborhoods have three additional distinctive marketing campaigns reflecting their different characteristics. He added that the Mosaic Group has been invited to attend future CRA Board meetings to continue to provide updates.

Ms. Burrows stated that she did not understand why the Board was not involved in the branding process in an advisory capacity. Although she felt the Mosaic Group has done good work, she asserted that the Board should have been informed of the work the consultant has done. Jenni Morejon, Director of the Department of Sustainable Development, replied that Staff recognizes there have been missed opportunities for communication in the past few months. She characterized some of these missed opportunities as timing issues, as much of the work toward branding occurred during the

same time as budget development. She emphasized that in the future, these and other concerns by the Board members will be addressed.

Vice Chair Phillips stated that she hoped Mosaic's work would be inclusive of the different communities within the CRA. She emphasized the Board members' passionate enthusiasm for their communities, explaining that the members want to be more closely involved in the branding process from now on. She asserted that she also hoped for clearer communication with the Mosaic Group in the future. She concluded that while the CRA represents many communities, they are all under a single umbrella as Board members.

Vice Chair Phillips continued that the Board wishes to be involved in the Mosaic Group's efforts within the CRA and stressed the need for the consultant to communicate clearly with the Board at all times. Ms. Barber observed that while the branding plan includes a great deal of information, she felt there was some misalignment between the Board's and the consultant's focus, as this focus should be on the residents of the community rather than on bringing other entities into the CRA. Ms. Burrows and Chair Lucas both stated that they felt the CRA Board should also see the Mosaic Group's presentation.

Motion made by Mr. Strawbridge, seconded by Ms. Burrows, to support the work Mosaic has done to date and support the continuation of that mission.

Mr. Wilkes also stated that he was troubled by the lack of communication to the Board regarding the work done by Mosaic over the past year, and emphasized the importance of more frequent communication in the future. Mr. Centamore added that there should also be subsequent meetings with the community to make them more aware of branding and marketing efforts.

Robert Larsen, President of the Flagler Village Civic Association, advised that the Association has not been included in any conversations with Mosaic regarding the CRA. He continued that the only headlines he has seen with respect to the CRA have been negative and did not quote him or other representatives of the area correctly. He pointed out various initiatives underway in Flagler Village, which he said have not been covered in the news. He felt the neighborhoods should be marketed more heavily than the CRA, and emphasized the need to encourage the City to take action to improve and promote the area in addition to branding and marketing.

Mr. Strawbridge **restated** his **motion** as follows: to support the work that has been done to date by Mosaic, and to support their work going forward and the continuation and continuity of previous efforts.

In a roll call vote, the **motion** passed unanimously.

VI. Discussion Item – Brownfield / Green Resiliency Area

Mr. Earle explained that as the CRA becomes more aggressive in attracting development, he would like the Board to consider creating a green resiliency area, formerly known as a brownfield, for the CRA. This would allow the CRA to seek funding for cleanup and job creation tax credits, providing another funding mechanism for the next 10 years. If a brownfield designation is applied to the entire CRA rather than to individual parcels within the district, it will allow developers to work much faster. Because the term "brownfield" can be challenging to overcome, State Statutes allow other titles, such as "green resiliency area," to be applied.

Mr. Earle emphasized that the core reason behind seeking a brownfield designation is economic development, as it would allow the repurposing and cleanup of sites that are currently contaminated and allow developers to receive job creation tax credits. He concluded that he would like to bring a proposal on this issue back to the Board at a subsequent meeting.

Mr. Strawbridge advised that a brownfield does not necessarily mean an area is contaminated, but instead means there is the perception that contamination has occurred over the years. He stated that he has worked with the City on properties of this type in the past: once the City Commission designated an area as a brownfield, they followed up by declaring the site to have a different title, such as "job accelerator zone." The designation would allow developers to recapture 100% of the sales tax they spend on materials for new construction in a brownfield area. He concluded that this would dramatically accelerate new construction in the CRA.

Mr. Earle advised that the proposal he hopes to bring back to the Board would allow individual property owners to opt out of the designation if they do not wish to participate. The proposal would have a one-time cost of approximately \$30,000.

Vice Chair Phillips requested that the Board be informed if an area is actually contaminated. Mr. Earle confirmed that this would be done, stating that when a brownfield is designated, a governing board is established by Statute to oversee it. He advised that this would likely be the CRA Board and/or the Advisory Board. He did not feel there was a downside to this effort, with the possible exception of the perception of contamination.

Mr. Hinton recalled that there have been brownfield sites within the CRA that were genuinely contaminated, and emphasized the importance of properly cleaning these sites. Mr. Strawbridge confirmed this, noting that some entire blocks in the area have experienced contamination and were not addressed appropriately by the City at the time. He pointed out that it can be very expensive to clean contaminated land.

Mr. Earle clarified that the proposal would seek a State brownfield designation for the entire CRA. It will allow access to State and federal funds that are not currently

available without this designation, including sales tax credits, job creation tax credits, and cleanup funds. He reiterated that the area does not have to be referred to as a brownfield, but can be renamed in a positive manner. If there is evidence of actual contamination, the area may be cleaned up as the governing entity sees fit, using funds allocated for this purpose.

Ms. Burrows asked if a brownfield designation would affect a homeowner's ability to get a mortgage. Mr. Earle replied that the designation does not affect this, as funds are geared toward cleanup and redevelopment of the site. He stated that there is no tag on the property suggesting it is a brownfield site unless the property has undergone actual phases of decontamination. He concluded that he would bring an expert on this law to a subsequent meeting to discuss the potential designation with the Board. Ms. Burrows requested that any expert presentation be provided by a third party with no interest in the proposal.

VII. Communication to the CRA Board

Motion made by Ms. Burrows, seconded by Ms. Adderley, that the CRA Board view the presentation that [the Board] saw from the Mosaic Group, to better understand the work they have done. In a voice vote, the **motion** passed unanimously.

VIII. Old / New Business

Mr. Earle provided an update on the CRA Plan amendment process, explaining that the City's Legal Department is now reviewing the Plan. The document will go before the CRA Board on December 15, 2015, after which it will be advanced to the City Commission on January 5, 2016 for formal adoption.

Vice Chair Phillips asked if the CRA Plan would be brought back to the Board once more before it is advanced to the CRA Board and the City Commission. Mr. Earle advised that the Plan could be brought back to the Board in December, but this would require rescheduling its adoption by the City Commission, and would similarly mean rescheduling the funding of projects included in the Plan.

Chair Lucas commented that the intent of amending the CRA Plan was to arrive at a very open document that would allow the potential for various initiatives previously approved by the Board. He recommended allowing the amendment phase to move forward and then making decisions on funding.

Mr. Strawbridge requested additional information on Phase 2 of the CRA Plan update, including the procurement of a consultant. Mr. Earle replied that Staff is currently writing the RFP that will seek a consultant for Phase 2. He described this phase as allowing for more clarity in terms of the projects the Board may wish to undertake. Management will be asked to expedite this process in order to allow the CRA to begin Phase 2 as soon

as possible. He estimated that the RFP will go out in January 2016, with the selection process to follow in March 2016, concluding with the signing of a consultant during the second quarter of the year.

Mr. Strawbridge felt that this phase could have begun earlier in the year. Ms. Barber stated that another issue is the gathering of data, asking if it would be possible to acquire data from the work already done by the Mosaic Group, particularly with regard to where CRA funds should be invested. Mr. Earle pointed out that Phase 1 was intended to bring the CRA Plan into compliance, while Phase 2 is intended to determine the types of specific projects that the CRA may wish to undertake over the next few years. He emphasized the need to update the CRA Plan every three to five years. He also noted that the Mosaic Group's focus is on marketing and branding rather than redevelopment; what is needed for Phase 2 is a redevelopment agency.

Chair Lucas asked if there were other tools, such as demographic information, that could help the Board move toward Phase 2 while they are waiting for the issuance of and responses to the RFP. Ms. Barber agreed, recalling that she had previously requested a list of all the projects in progress so the Board would have a clearer picture of which monies are currently being spent. She also suggested that the Board could be provided with an overall list of projects underway within the CRA rather than seeing them on a one-by-one basis when they are presented at a meeting.

Vice Chair Phillips felt that the Mosaic Group could be helpful in Phase 2 even if this is not their area of focus, as they have spent a good deal of time working with the communities and gathering information. She added that she would like to see the amended CRA Plan in order to ensure that the Board is aware of all changes to the Plan and any initiatives funded through this change.

Mr. Earle recalled that the Board approved modification of the CRA Plan, but not modifications to funding, at a previous meeting. All funds for individual projects must still be approved by the Board as well as by the CRA.

Mr. Wilkes suggested that the amended CRA Plan be emailed to the members and allow them to vote electronically on whether they would like to bring the document back for review before it is presented to the CRA Board or the City Commission. Ms. Burrows noted that a workshop is planned by the CRA Board for further discussion of the document, including potential changes. She asserted that after being out of compliance for a number of years, an additional brief delay was unlikely to have a negative effect.

Mr. Earle reiterated that the main issue behind the amendment of the CRA Plan was compliance. Mr. Wilkes stated that the Plan does not, however, contemplate new programs, and advised that there may be a need to change the focus of the CRA. He emphasized the need to review the agency's past accomplishments, including how much money has come into the CRA and how it has been spent. He also noted that

there are concerns within the surrounding community regarding equitable distribution of funds, which can only be addressed through an accounting of past projects, and requested demographic information compiled for the CRA.

Mr. Earle recalled that there had been clarification at a previous meeting of the difference between demographics and programming: for example, demographic information is not necessary in order to begin programs within a certain area. While demographic information is forthcoming, he advised that this is not how CRAs operate. He stated again that the goal is to ensure the CRA Plan is now in compliance. He continued that the City Auditor plans to conduct a review of the CRA during 2016. He urged the Board to focus on redevelopment and other goals for the remaining life of the CRA rather than review demographics and other information based in the past.

Mr. Strawbridge repeated his request for a review of CRA projects to date. Mr. Earle concluded that the City Auditor will be able to provide a recap of all initiatives undertaken by the CRA, as he will conduct a very detailed review.

It was determined by consensus that the next Board meeting would be held on Wednesday, December 16, 2015. Mr. Earle noted that a list of CRA incentives will be brought to the January 2016 meeting for discussion.

There being no further business to come before the Board at this time, the meeting was adjourned at 6:09 p.m.

Any written public comments made 48 hours prior to the meeting regarding items discussed during the proceedings have been attached hereto.

[Minutes prepared by K. McGuire, Prototype, Inc.]